



Securing America's Borders at Ports of Entry

Office of Field Operations
Strategic Plan Overview FY 2007–2011



U.S. Customs and
Border Protection



Photo by Gerald Nino

Executive Summary

U.S. Customs and Border Protection (CBP) is America's frontline, protecting the nation from threats to our safety and economy, and preventing terrorists and terrorist weapons from entering the United States.

At the ports of entry, CBP's Office of Field Operations (OFO) secures the flow of people and goods into and out of the country, while facilitating legitimate travel and trade.

OFO's Strategic Plan, *Securing America's Borders at Ports of Entry*, defines CBP's national strategy for securing America's borders specifically at the ports of entry.



Serving a Critical Mission

Each year, \$1.5 trillion of trade and 400 million people legally cross U.S. borders. Ports of entry are America's gateways to the world, enabling international commerce, immigration and tourism. OFO's critical role is to secure the flow of people and goods across the borders at the ports of entry.

U.S. Customs and Border Protection Mission Statement

We are the guardians of our Nations Borders.

We are America's Frontline.

We safeguard the American homeland at and beyond our borders.

We protect the American public against terrorists and the instruments of terror.

We steadfastly enforce the laws of the United States while fostering our nation's economic security through lawful international trade and travel.

We serve the American public with vigilance, integrity and professionalism.

OFO’s 20,000 professionals prevent the entry of people and goods that are prohibited or threaten U.S. citizens, infrastructure, resources and food supply, while efficiently facilitating legitimate trade and travel. At the 325 airports, seaports and designated land border crossings, CBP enforces mission-critical anti-terrorism, trade, immigration and agricultural laws, regulations and policies.

<i>On a typical day at the U.S. Ports of Entry, CBP processes more than</i>
<ul style="list-style-type: none">• 1.1 million people
<ul style="list-style-type: none">• 333,000 privately owned vehicles
<ul style="list-style-type: none">• 79,000 shipments of goods
<ul style="list-style-type: none">• \$81 million in fees, duties and tariffs
<i>In addition, CBP</i>
<ul style="list-style-type: none">• Arrests more than 60 people
<ul style="list-style-type: none">• Seizes more than 2,000 pounds of narcotics
<ul style="list-style-type: none">• Processes more than 490 terrorism-related inquiries



Photo by Gerald Nino

An Ever-Changing Threat

CBP faces significant and constantly changing challenges in protecting the country at the ports of entry. Ports of entry into our nation are dramatic symbols of the U.S. Government, and attacks against them could have significant social and economic impacts. U.S. intelligence indicates that terrorist, extremist, and criminal groups will employ more non-traditional individuals, adapt their travel patterns and techniques, exploit criminal smuggling and use increasingly sophisticated fraudulent documents to attempt entry. In addition, the potential for chemical, biological, and nuclear weapons will continue to affect the threats that CBP must intercept at the ports of entry.

Securing America's Borders

To combat these threats, OFO's Strategic Plan has a four-pronged operational vision. Successfully combining each element creates ports of entry where only legitimate people and goods enter the United States.

The operational vision for the future of CBP ports of entry is:

Secure ports of entry where:

- ***Potential violators are deterred;***
- ***Threats and inadmissible people, goods, and conveyances are intercepted;***
- ***Legitimate trade and travel are facilitated; and***
- ***Operations and outcomes are consistent.***

Deterrence – Potential violators are unwilling to attempt to enter the country through the ports of entry.

Interception – Dangerous and inadmissible people and goods are detected and prevented from entry.

Facilitation – Known low-risk people and goods are separated from those of higher risk and moved quickly and securely through the port.

Consistency – Violators have an equal risk of detection and prevention regardless of mode of transportation or port of entry.



Photo by James Tourtellotte

Strategic Goals and Objectives to Achieve the Vision

U.S. Customs and Border Protection's priority mission is homeland security. At the ports of entry, CBP embodies its mission. Recognizing the ongoing need to safely facilitate legal trade and travel, *Securing America's Borders at Ports of Entry* emphasizes the enforcement and security aspects critical to protecting the country.

Covering all phases of operations, from information gathered and inspections performed before arrival, through release and/or all enforcement actions, the plan presents five border security goals for the ports of entry. The first four goals focus on improving CBP's ability to accomplish its overall strategic mission of preventing terrorism at the ports of entry and protecting America and its citizens, while facilitating legitimate trade and travel. The fifth goal addresses the unique enabling

elements required by CBP to implement port of entry border security, including skilled staff and technical infrastructure.

Each supporting objective is detailed into strategies and actions, which are the mechanism for achieving the goals and objectives that ultimately build the core operational capabilities.

Advance Knowledge
Increasing and improving the information and analysis CBP has about people, goods, and conveyances, before they arrive at the ports of entry.
Objectives
<ul style="list-style-type: none">• Increase scope and accuracy of the information gathered on people, goods, and conveyances ahead of arrival at the port of entry.• Implement a highly effective risk management process by performing advance analysis on collected information to identify potential threats prior to their arrival and to enable screening prioritization.

Effective Inspections
Screening all people, goods, and conveyances and examining them according to their assessed risk level.
Objectives
<ul style="list-style-type: none">• Screen all people, goods, and conveyances crossing the border at the ports of entry.• Maintain flexible, agile and streamlined inspection processes.• Improve recording and use of border crossings, inspection, and enforcement results.

Focused Security

Building enhanced situational awareness and flexible response capabilities into all aspects of port of entry operations.

Objectives

- Increase situational awareness to improve border security at the ports of entry.
- Equip the ports with specialized enforcement capabilities to promote national resilience.

Secure Environment

Developing partnerships, facilities, and processes that strengthen physical security at the ports of entry.

Objectives

- Secure port of entry facilities enabling CBP to effectively perform its mission.
- Improve physical security controls at the ports of entry.

Successful Implementation

Building the best partnerships, workforce, and technology to help achieve CBP's mission.

Objectives

- Expand and enhance information-sharing partnerships to improve intelligence development and field operations.
- Maintain a workforce highly effective at carrying out CBP's port of entry border security mission and strategic goals.
- Capitalize on emerging technologies to plan and manage a cohesive technology portfolio that best supports analysis and decision-making by CBP personnel.

Core Operational Capabilities for Securing Ports of Entry

Central to OFO's operational vision are eight core capabilities that each port of entry must possess. Despite variations in threats and operational challenges across environments, the skills needed to effectively protect national security are uniform. On a daily basis, each port, through every officer and specialist, must excel at these functions. A port's ability in each area is enhanced by changes to, and improvements in, technology, human factors, processes, facilities, and partnerships.

Identify

Identify people and goods approaching the ports of entry.

Assess

Assess the risk level of people and goods intending to cross through the ports of entry.

Inspect

Inspect all people and goods according to their assessed level of risk.

Detect

Detect potential threats and inadmissible people and goods.

Enforce

Enforce the law and take action against violators.

Record

Record events at the ports of entry, including findings and crossings.



Photo by James Tourtellotte

Analyze

Analyze results, at a micro and macro level, to address emerging threats.

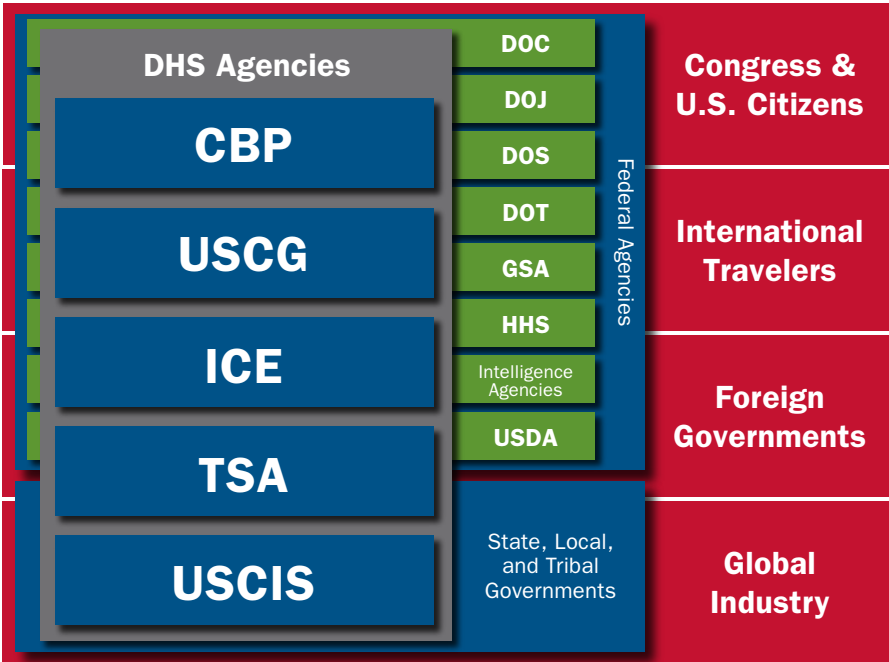
Deter

Deter potential violators from crossing or shipping goods through the ports of entry.

Ongoing development of the core capabilities involves enhancing the skill-sets and tool-sets of all CBP personnel. Officer skills developed through both classroom and on-the-job training, supported by advance technology and processes, create a foundational element of OFO's layered approach to securing U.S. ports of entry.

Partnering for Success

Coordination and clear communication are essential to CBP’s success. Many partners and stakeholders play critical roles in border security. Each has unique perspectives and expectations. CBP will continue to partner with other government agencies, the private sector, and foreign governments, in addition to fostering strong internal coordination. To this end, *Securing America’s Borders at Ports of Entry* builds directly on the Department of Homeland Security strategic plan *Securing the Homeland* and the CBP strategic plan *Protecting America*.



Pairing OFO’s plan for *Securing America’s Borders at Ports of Entry* with the *National Border Patrol Strategy* for securing the border between the ports of entry, the agency has a roadmap for complete operational control of the U.S. border.

Translating the High-Level Strategy into Operational Results

To successfully implement *Securing America's Borders at Ports of Entry*, OFO grouped the strategies and actions into fourteen broad initiatives. The initiatives provide a structure for implementing activities by segmenting the work into manageable, cohesive programs. Although defined as fourteen efforts, the initiatives are interrelated and in some cases interdependent. Collectively, they provide the means to plan for and manage large-scale change. Each initiative is sponsored by a lead OFO Executive Director responsible for managing implementation, from establishing the scope and direction of the initiative through finalizing the key activities and resources required to achieve the operational vision. Close field involvement is central to the successful implementation, and as a result, all OFO Directors of Field Operations are taking leadership roles within the initiatives.

Advance Knowledge Enhancements

Enhanced Advance Information

CBP receives complete and accurate advance information on all possible inbound travelers and goods.

Enhanced Targeting

CBP uses its enhanced advance information to develop intelligence in order to effectively target threats approaching our nation.

Outbound Information

CBP collects electronic outbound information on outgoing people and goods.

Trusted Travelers' and Stakeholders' Compliance

Ongoing compliance in CBP's trusted traveler, importer, carrier, and shipper programs is verified through automation.

Effective Inspections Enhancements

Absolute Screening

CBP electronically screens all people, goods, and conveyances prior to their entering the U.S. through the ports of entry.

Comprehensive Reporting

CBP verifies that all people, goods, and conveyances entering the U.S. through ports of entry report to the agency.

Inspection Reengineering and Technology

CBP maintains flexible, agile, responsive, secure, risk-based inspection processes.

Effective Enforcement Outcomes

CBP has a strengthened focus on enforcement through the use of fines, penalties, liquidated damages and seizures to ensure compliance with U.S. Law and as deterrent for illegal activity at the nation's borders.

Focused Security Enhancements

Situational Awareness and Information Sharing

CBP Officers and Specialists have access to the right information at the right time and awareness of the current environment and factors that affect the ports of entry.

Threat Assessment and Response

CBP is aware of, and prepared to respond to, any threats or emergencies that may arise.

Secure Environment Enhancements

Port Security

OFO Headquarters will work with internal and external partners and stakeholders to develop policies and standards for, make decisions regarding, and recurrently evaluate the security of ports of entry.

Process Supervision

CBP is informed about all traveler, cargo, and conveyance activity within the port of entry environment.

Successful Implementation Enhancements

Data Integrity

OFO verifies the quality and accuracy of its data collected on travelers, goods and conveyances.

Strategic Human Capital

CBP attracts, develops, trains, and retains highly-talented personnel to support CBP's mission and priorities at ports of entry.



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PUBLISHED BY

U.S. CUSTOMS AND BORDER PROTECTION

WASHINGTON, DC 20229

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1 (800) BE ALERT (232-5818)

PUBLICATION # 0000-0632